Hearing Inserts
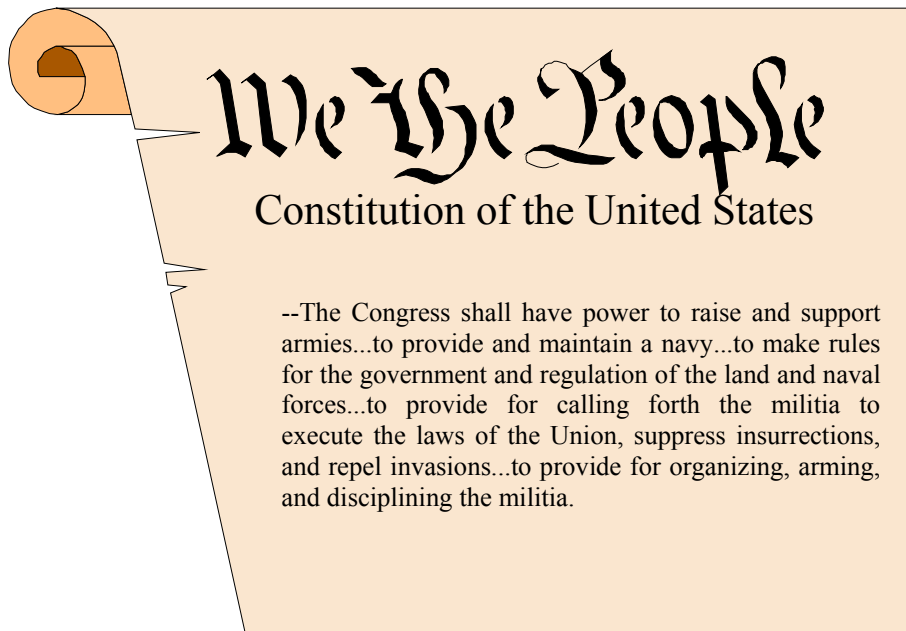
Questions for the Record

Department of the Army's policy is to make information promptly available to Members and Committees of Congress and their staffs. This policy is limited only by pertinent regulations and directives relating to security and protection of individual privacy and to official information that requires protection in the public interest (AR 1-20).

❉   ❉   ❉

We The People
Constitution of the United States

--The Congress shall have power to raise and support armies...to provide and maintain a navy...to make rules for the government and regulation of the land and naval forces...to provide for calling forth the militia to execute the laws of the Union, suppress insurrections, and repel invasions...to provide for organizing, arming, and disciplining the militia.

❉   ❉   ❉

This handbook does not replace Army Regulation 1-20, "Legislative Liaison," or Department of the Army Standing Operating Procedures, "Congressional Actions Responsibilities." It is intended as a quick guide for preparing, formatting, and clearing questions posed during or following a congressional hearing. The AR and SOP shall take precedence if information in this handbook conflicts with them.

Table of Contents

For more detailed instructions see extract from Army SOP (CARSOP), located on web at: http://www.tradoc.army.mil/cong/guides.htm

BACKGROUND

What is an insert?

An insert is any information that is inserted into a hearing transcript to complete the record of that hearing.

As a courtesy, congressional committees send the official hearing record – the transcript – to the witnesses for correction of any inaccuracies in their testimony. This transcript is usually accompanied by the committee's request for inserts for the record.
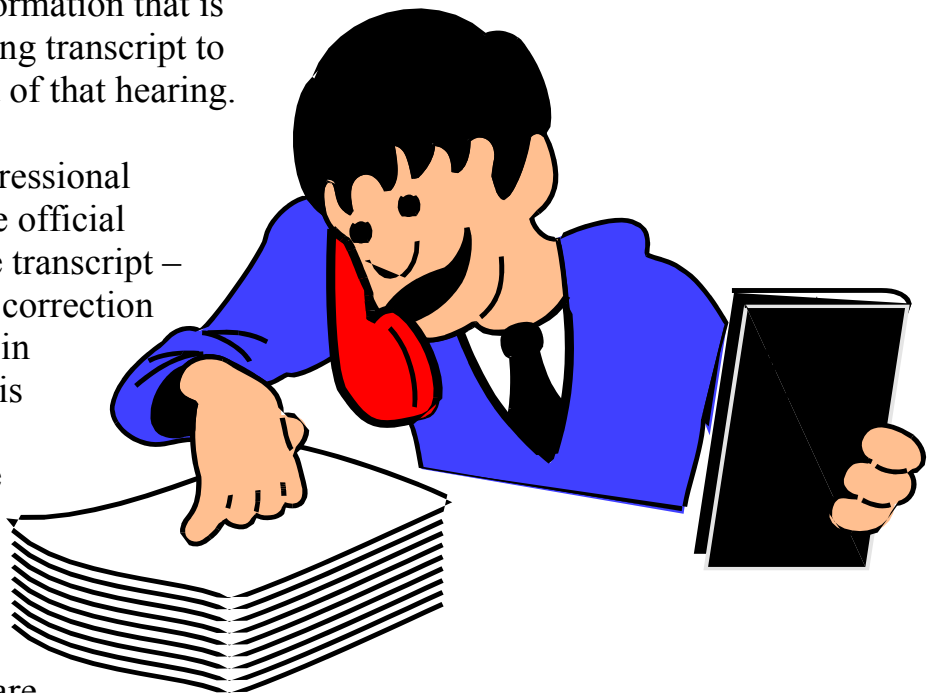
Most often, inserts are answers to questions that members asked witnesses during the hearing that require additional information. Inserts could also be supplemental questions the members submitted after the hearing.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 1 of 17

Who sends them here?

Congress sends the request for inserts to OSD. OSD sends to the Army. TRADOC could receive a tasking or request for assistance from any of the following.

Tasking office	If or when
1. Office, Chief of Legislative Liaison (OCLL), Programs Division	An authorization committee or any other committee except appropriations conducted the hearing.
2. Budget Liaison (SAFM-BUL)	The House or Senate appropriations committee conducted the hearing.
3. OCLL, Congressional Activities Division (CAD)	The witness was either the – - Secretary of the Army - Under Secretary of the Army - Chief of Staff of the Army - Vice Chief of Staff of the Army - Sergeant Major of the Army
4. * Your functional counterpart in the Army could come to you direct for assistance.	OCLL, SAFM-BUL, or CAD has tasked their office and they need TRADOC's help to respond.

* When you receive inserts through this route, you are still responsible (as with all correspondence to Congress) for coordinating your response within HQ TRADOC to include the Congressional Activities Office.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 2 of 17

Why do we get them?

Not all questions asked during an actual hearing can be answered *on the spot*. Either the witness does not know the answer or the information sought is not readily available.

Also, members of the committee, whether or not they attended the actual hearing, may have additional questions for the witnesses to clear up points not resolved during the hearing.

Therefore the questions are answered, after the hearing, *for the record* version that is published.
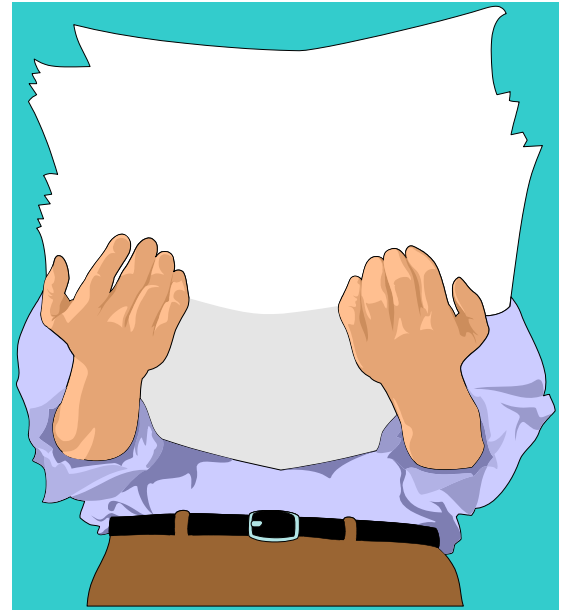
What do you mean by "for the record"?

The term *for the record* refers to the official version of the congressional hearing that is recorded in historical documents maintained by the Library of Congress.

The conversations that take place during the actual hearing do not always constitute the complete, official record version of that hearing. The official version includes answers to all questions and sometimes revisions for clarity of verbal statements made during the hearing.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 3 of 17

Why does the committee need these inserts?

Proposed legislation is referred to a congressional committee or subcommittee for review, study, and hearings.

Congressional hearings are the principal formal method by which committees collect and analyze information in the early stages of legislation.

Transcripts of hearings provide the opportunity to put on record the views of the executive branch, experts, other public officials, supporters and opponents of the legislation, and Members of Congress themselves.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 4 of 17
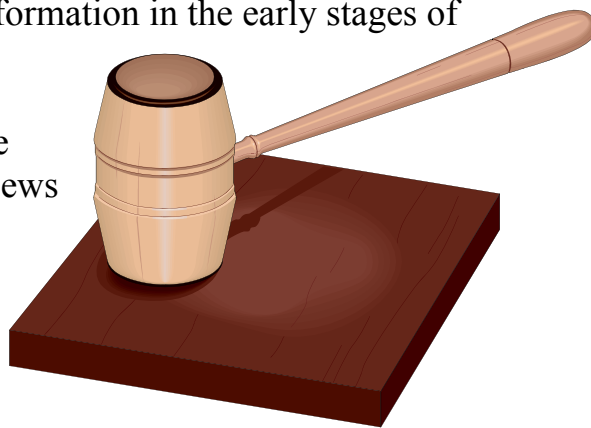
What does the committee do with them?
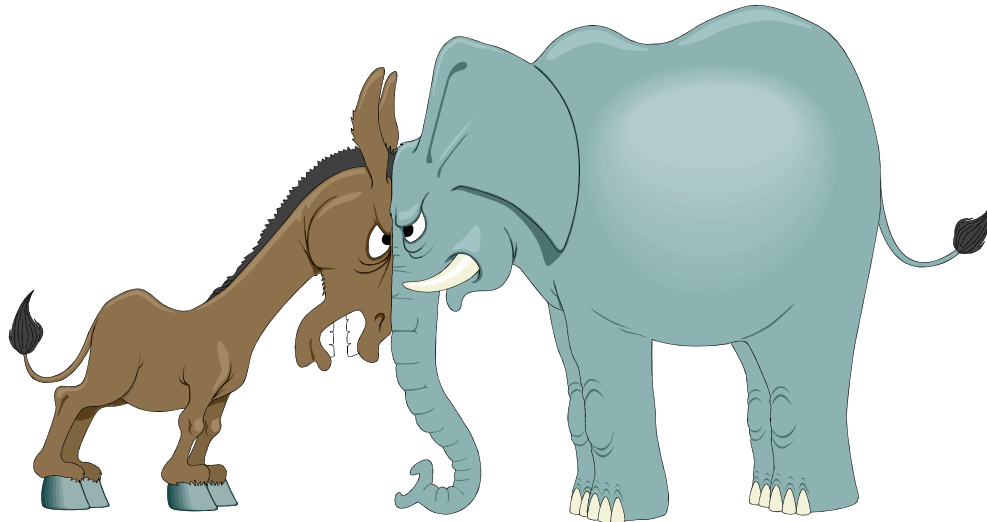
After hearings are completed, legislation is considered in a session that is popularly known as the "mark-up" session. Amendments may be offered to the bill, and the committee members vote to accept or reject these changes.

Members of the committee study the viewpoints presented in detail. Some of these viewpoints are derived from hearing transcripts, which include responses to questions asked during or following the hearing.

Also, before legislation is considered on the floor of the House or Senate, committees are required to make available to all members the transcripts of hearings related to that legislation.

Therefore, all 535 members of the House and Senate would have access to certain defense hearings (including your inserts) prior to voting on the annual defense authorization or appropriations bills.

The information you provide could possibly determine a member's vote on the legislation.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 5 of 17

PREPARING YOUR RESPONSE

How should I frame my response?

Respond as if –	• The witness *(CG TRADOC, for instance)* answered the question. Put yourself in his shoes. • The question was answered during the hearing -- on that date. • The words were spoken. *(Read it out loud.)*
Remember to –	• Work with your Army counterpart while writing your response. • Keep it plain and simple. • Stay out of the "weeds." • Write your response to be understood by the general public – *would your grandmother understand it?*
Avoid	• Acronyms *(spell out everything)*. • Military jargon • Long sentences and large *paragraphs (break them up into smaller chunks)*. • Referring to "policy" unless it's documented as such.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 6 of 17

What if the question makes no sense?

Some questions do not make sense. Some don't seem like a question at all.

Provide a generic answer – a good "sound bite" that sums up and supports the Army's official position on the topic.

What is the format?

Formats vary. The format depends on which committee held the hearing and whether the question was asked during the hearing or is being inserted after the hearing.

The Congressional Activities Office will maintain an electronic word processing document that is preformatted for the appropriate committee. We will maintain the formats on our website at: http://www.tradoc.army.mil/cong/guides.htm

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 7 of 17

How do I use the electronic format you send us?

The preformatted word processing documents are *read only* files. So you will have to create a copy of the document in order to develop your response.

You may coordinate your response electronically by E-mail.

Notice the preformatted file contains a coordination sheet. Use it to document the coordination. The office symbols listed on the coordination sheet are mandatory coordination points. We will discuss those later.

Generic samples of answers to hearing inserts are shown at Appendix B. However, you will need to adhere to the format prescribed by the committee to which you are responding.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 8 of 17

What's the difference between format A and B?

The format will depend on which committee you're responding to and whether the question was asked during the hearing or after the hearing.

The Congressional Activities Office will maintain on file eight preformatted documents (a format A and format B) prescribed by the Army's four main oversight committees.

You can find these formats as well as detailed instructions on our web site at http://www.tradoc.army.mil/cong/guides.htm.

Differences	Format A	Format B
Timing When the question was asked	**During a hearing** *Witness agreed to provide a response "for the record."*	**Following the hearing** *Questions members were unable to ask during the hearing.*
Committee Format of the Subheading	Each committee prescribes a format for responses to questions. *HASC Format A* *HAC-D Format A* *SASC Format A* *SAC-D Format A*	Each committee prescribes a format for responses to questions. *HASC Format B* *HAC-D Format B* *SASC Format B* *SAC-D Format B*

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 9 of 17

C O O R D I N A T I O N

What's that about coordination?

You will be preparing a TRADOC and/or Army response going to Congress for official publication. It will become a matter of public record.

Coordination with everyone who has an interest in any portion of the issue or response is essential.

You are responsible for any and all coordination necessary by subject matter experts to make your response an official, agreed upon TRADOC and/or Army (*and sometimes DOD*) response.

On the other hand, for all inserts going to Congress there are several required coordination points within the Pentagon. You are not responsible for those. We will ask the TRADOC Liaison Office to help with coordination from those offices.

However, the TRADOC Liaison Office is not responsible for coordinating with your Army counterparts in the Pentagon. Functional experts should talk to functional experts when resolving recommended corrections.

The mandatory coordination points are the four office symbols listed on the coordination sheet as shown below.

> **SAFM-BUL**
> **SAFM-BUO/BUR/BUC/BUI** *(usually only one of these offices needs to sign)*
> **G8 (PAED)**
> **SALL-P (final chop)**

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 10 of 17
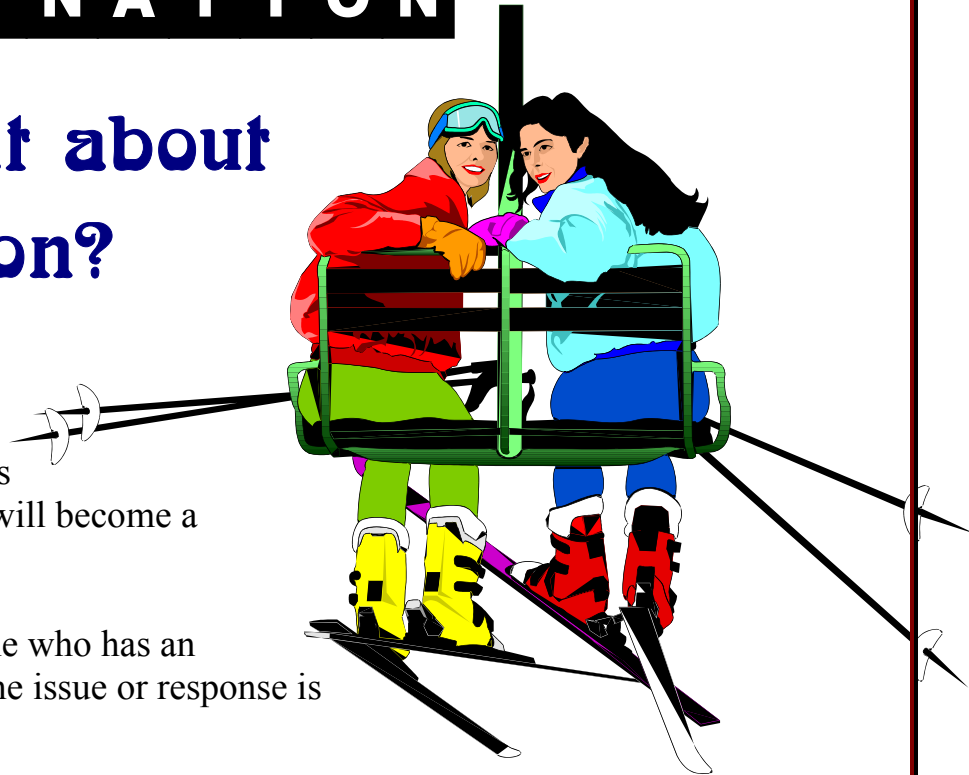
Who do I coordinate with?

Army Counterpart

Work with your Army counterpart while you are developing the answer.

.
Others in TRADOC

Coordinate with any and all TRADOC staff offices or agencies that might have an interest in the information contained in the question or your response.

Army subject experts

Coordinate with offices at Headquarters, Department of the Army and/or Office Secretary of the Army. For example: G-1; G-3; ASA(M&RA); ASA(ALT), etc.

This coordination helps protect your office from proposing that TRADOC say something out of synch with Army leadership.

You are NOT responsible for coordinating with the following:

SAFM-BUL; SAFM-BUO, BUI, BUR, or BUC; G8 (PAED); SALL-P (OCLL)

These offices are mandatory coordination points for all inserts going to Congress, but do not replace coordination with Army subject experts. These mandatory coordination offices usually look at matters concerning the overall Army budget and Army programs, as well as consistency of responses across the Army.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*
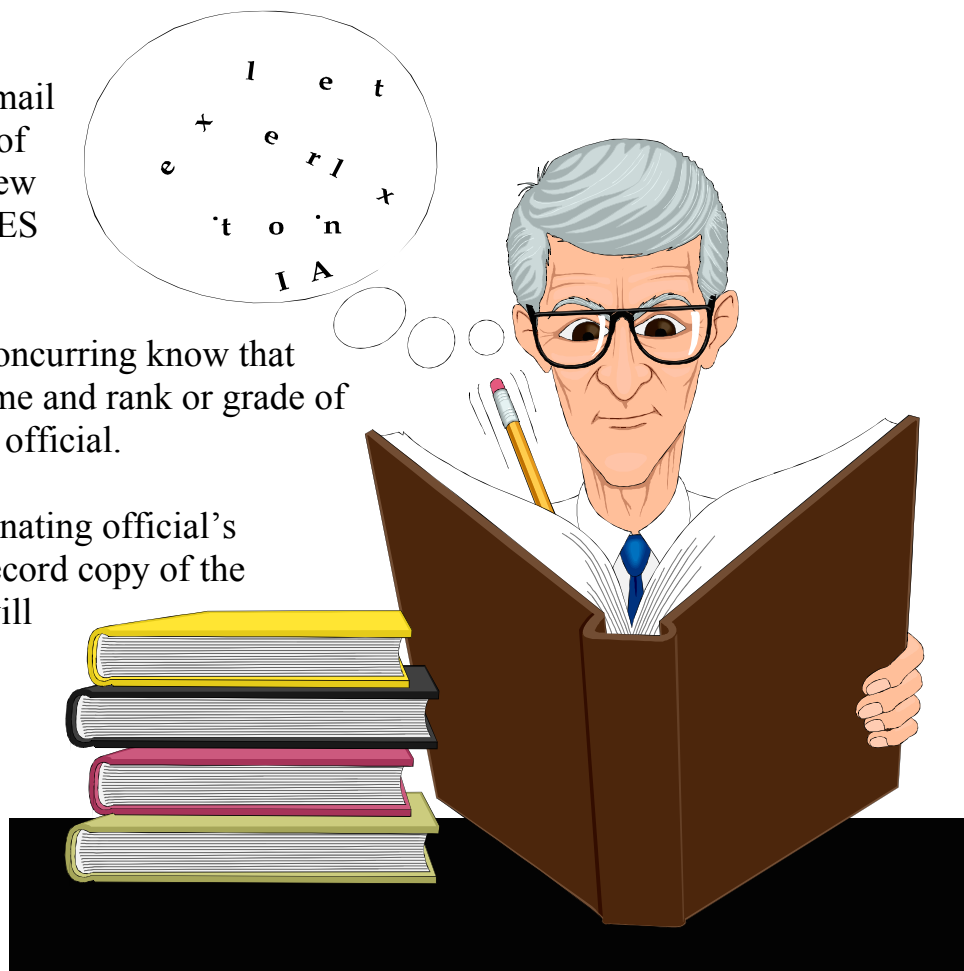
Page 11 of 17

How do I document the coordination?

A coordination sheet is provided with the preformatted file maintained by the Congressional Activities Office.

You may get approvals by E-mail (with exception of the security review and the GO or SES approval).

Let the person concurring know that you need the name and rank or grade of the coordinating official.

Type that coordinating official's name onto the record copy of the document that will go forward.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 12 of 17

S E C U R I T Y   R E V I E W

What's the purpose of the security review?

The security review is required to verify the classification of your response.

The Security Manager can more easily make that determination if you provide the source of the information used. *Was your source classified or unclassified?*

Who does the security review?

The TRADOC Security Manager, Office, Deputy Chief of Staff for Intelligence (DCSINT), completes the review.

The security reviewer's signature must be an actual signature -- not typed or annotated.

There is a statement on the coordination sheet for the security manager to sign.

Handbook – Hearing Inserts: Questions for the Record -- Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651

Page 13 of 17

A P P R O V A L

Who approves the final coordinated response?

A general officer or SES in your organization must approve the response. This approval also must be an actual signature -- not typed or annotated.

If the response is for a TRADOC witness, that witness must also approve the final package.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 14 of 17

W H A T ' S   N E X T

OK, now that I —

- ✓ Wrote the response
- ✓ Coordinated it with EVERYONE
  - ▪ (except the four mandatory coordination points)
- ✓ Got approval from the boss (GO or SES)
- ✓ Have the security manger's signature

What's next?

Forward an **electronic copy of the inserts and the coordination sheet(s)** to the TRADOC Congressional Activities Office.

The electronic copy of the coordination sheet contains typed names of the individuals who coordinated and approved the inserts.

Also provide **a paper copy of the coordination sheet.** This paper copy contains the actual signatures of at least the –

- General officer or SES in your organization.

- Security Manager who completed the security review.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 15 of 17

What about the mandatory coordination?

After you forward your response to the Congressional Activities Office, we will forward it electronically to the TRADOC Liaison Office and ask for their help with coordination from the mandatory coordination points within the Pentagon.

It takes at about two to three days to complete the mandatory coordination. Be sure to factor that time into your due date.

As stated earlier, the liaison office is not responsible for coordinating with your functional counterparts in the Pentagon. Functional experts should talk to functional experts.

The mandatory coordination points are the office symbols listed on the top row of

SAFM-BUL	Army Budget Office, Budget Liaison
SAFM-BU?	Army Budget Office (BUI, BUO, BUR, or BUC)
SAFM-BU**I**	Investment
SAFM-BU**O**	Operations and Support
SAFM-BU**R**	Business Resources
SAFM-BU**C**	Management and Control
G-8 (PAED)	Program, Analysis, and Evaluation Directorate
SALL-P	Office, Chief of Legislative Liaison

* Question mark is replaced by appropriate office symbol depending on subject.

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 16 of 17

D E T A I L E D

I N S T R U C T I O N S

For detailed instructions and samples, see Appendixes A, and B.

Appendix A

Steps for Processing Questions or Inserts for the Record

Appendix B

Samples of Answers to Inserts for the Record (generic)

You will need to use the format prescribed by the committee to which you are responding. The samples provided here are generic and do not include header information prescribed by individual committees.

Electronic formats (preformatted word processing documents) and detailed instructions *are located on the TRADOC Congressional Activities Office website http://www.tradoc.army.mil/cong/guides.htm*

Handbook – Hearing Inserts: Questions for the Record -- *Prepared by Congressional Activities Office, Office of the DCG/Chief of Staff (ATCS-CA), Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651*

Page 17 of 17

Appendix A

HANDBOOK
Hearing Inserts –
Questions for the Record

Steps for Processing Inserts and Questions for the Record

STEPS FOR PROCESSING QUESTIONS FOR THE RECORD

	Who	Action	Location	Contact
1	**AO** **Very Important to work with Army counterpart early in process.**	**A.** While preparing answers, work with relevant **TRADOC staff** and your **Army counterpart** – e.g., G-1, G-3, G-8, ASA(M&RA, ASA(/ALT) -- to learn their position. **B.** Formally coordinate with TRADOC staff (including Congressional Activities Office) and Army staff (E-mail is recommended).	HQ TRADOC and Pentagon or D.C. area	TRADOC staff, Army staff or secretariat
2	**AO**	Get approval of your director and DCG or DCS (GO or SES must actually sign the coordination sheet).	Lead Staff Office	DCG, DCS or SES for whom you work
3	**AO**	Get security review. Show source of info to help verify classification.	Security Director, DCSINT, Bldg 133	TRADOC Scty Mgr 757-788-3903
4	**AO**	**IF** relating to US Army Reserve or Army National Guard	Crystal City Crystal City	703-601-0856 703-607-2788
5	**AO**	**IF** response recommends or comments on legal matters coordinate with General Counsel and Judge Advocate General	SAGC - 2E722 DAJA-AD - 1E738	703-697-9235 (XO) 703-588-6752 (Admin Law)
6	**AO**	Provide final QFR and coordination sheet electronically (annotated with names who concurred) to TRADOC Congressional Activities Office (CAO). **Also** provide copy of actual signatures of the security review and GO or SES approval.	TRADOC, Building 133, Room 121	757-788-3682 or 3470
7	**CAO**	Forward electronic copy to LO for help with mandatory coordination.	2A474	703-697-2588
8	**LO/CAO** M A N D A T O R Y C O O R D I N A T I O N	Budget Liaison (BUL) within Army Budget Office **and** each appropriate office, depending on content: • Management and Control • Operations and Support • Investment • Business Resources	SAFM-BUL – 3E315 One or all of following, depending on content. SAFM-BUC – 3E341 SAFM-BUO - 3B349 SAFM-BUI- 3C349 SAFM-BUR – 3B349	703-693-0379 703-614-3253 703-693-2536 703-614-9776 703-692-9558
		Program, Analysis, and Evaluation Directorate CACO	G-8 (PAED) Room 3E365	703-697-5925 or 1562
		Office, Chief of Legislative Liaison (Programs Division, Policy Branch) Person assigned to cover hearing.	SALL-P – 1E385	703-697-1244 or 9134
9	**CAO with LO assist**	Deliver both paper and electronic copies to OCLL(SALL-P) or SAFM-BUL	SALL-P 1D437 SAFM-BUL 3E315	703-697-3421 703-693-0379
10	**Army**	Deliver to Committee	Capitol Hill	Committee Staff

AO = Action Officer   LO = TRADOC Liaison Office   CAO= Congressional Activities Office

Appendix B

HANDBOOK
Hearing Inserts –
Questions for the Record

Generic Samples

Include the appropriate committee heading

LESSONS LEARNED FROM OPERATION IRAQI FREEDOM

     (Name of Congressman). General xxxxxx, the deployment of the first SBCT in northern Iraq not only provides a unique capability for the Central Command but also provides the Army with an opportunity to test both near- and far-term operational concepts. Can you give us a sense of how lessons learned from Operation Iraqi Freedom are influencing near- and far-term operational capabilities and requirements for SBCT?

     (Name of Witness): The Stryker has demonstrated its ability to be a highly reliable combat vehicle. It has been able to rapidly reach its destination and deliver Soldiers rested and able to execute dismounted operations. With the organic equipment issued in the Stryker Brigade Combat Team (SBCT) it is capable of interacting with all Army forces. Additionally, the SBCT in Iraq has been asked to cover an area of 450km x 150km which exceeds the expected doctrinal distance of 100km x 100km. Accordingly, this increase in battle-space has created a communication connectivity challenge. The planned enhancements/retrofits aligned with networks and sensors will focus on improving Command, Control, and Communications thus, mitigating this challenge in the far-term.

   We continue to analyze the organizational construct to glean lessons to be spiraled either into other current force units, or into the Future Force. Examples include positive impacts of robust reconnaissance assets and increased situational awareness at lower tactical levels. We are also looking hard, from a Stryker platform perspective, at metrics such as the operational readiness rate and the mean miles between failure because of the unit's high operational tempo. Additionally, insights drawn from Operation Iraqi Freedom provide anecdotal underpinnings and support for many Future Combat System-equipped Unit of Action concepts and requirements such as Blue Force Tracking. Improvements will continue to be made based upon what we learn and will be applied accordingly to Current or Future Force designs.

IMPACT OF RECRUITING SHORTFALL ON TRAINING

(Name of Congressman). What impact has the recruiting shortfall had on your training? Should the recruiters be able to recruit all the new personnel required? What do you expect to be the impact at your training centers? Will they be able to accommodate all the additional trainee.

(Name of Witness). Recruiting shortfalls historically are a seasonal problem which U.S. Army Recruiting Command has been able to make up prior to the end of the year. Recruiting, accessing, and training includes management parameters that recognize recruiting seasonality. To accommodate the higher summer training requirements driven by recruiting shortfalls during the first part of the year, U.S. Army Training and Doctrine Command (TRADOC) has been able to expand training capacity. In FY99 and FY00, we are on schedule to meet the projected higher summer recruiting needs of the three components.

As we plan to expand training capacity to match seasonal recruiting needs in FY02 and FY03, we are faced with a trainee barracks limitation. Without additional trainee barracks, we will have to house trainees for several weeks while they wait for a class opening; our housing capacity would be short by approximately 5,200 beds.

The higher summer training requirements also stress the training cadre and training base infrastructure. We must constantly be vigilant and apply additional resources as required. I expect TRADOC to accommodate the expanded missions with additional support that has been promised by the Department.